Ministry of Finance

Plan for 2015-16

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Government of Saskatchewan

Statement from the Minister

The Honourable Ken Krawetz

Deputy Premier

Minister of Finance

I am pleased to present the Ministry of Finance Plan for 2015-16.

Government's Direction and Budget for 2015-16 is focused on *Keeping Saskatchewan Strong*, balancing building for the future with fiscal responsibility.

In 2015-16, we will once again invest in people and in infrastructure and continue our Government's solid track record of prudent fiscal management.

I accept responsibility for ensuring that the Ministry is managed with integrity and professionalism and supports Government's commitments.

We will report on the progress made on this Plan in the Ministry's 2015-16 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to *Keeping Saskatchewan Strong*. The province faces challenges due to volatile resource revenue; however, Saskatchewan's economy is diverse and resilient. There are strengths in many sectors from agriculture and manufacturing to resources such as potash and uranium.

With controlled spending and continued support for the conditions necessary for economic growth, the Government will meet the needs of our growing province. Investments in people and infrastructure continue to support Government's commitment to establishing Saskatchewan as the best place to live, to work, to start a business, to get an education, to raise a family and to build a life.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Government's vision and four goals provide the framework for ministries, agencies and third parties to align their programs and services and meet the needs of Saskatchewan's citizens.

All ministries and agencies will report on progress in their 2015-16 annual reports.

Operational Plan

Mandate Statement

The Ministry is responsible for oversight of government revenue, expenditures, and assets. Finance is the lead ministry for fiscal policy; budget development and integrity; managing provincial debt; designing and administering fair, efficient, and competitive tax regimes; pension and benefit administration; labour relations advice to government; ensuring accountability to both the public and the Legislative Assembly for the use of public funds; and ensuring effective financial management and accounting policies and procedures.

Mission Statement

The Ministry of Finance supports excellence in governance and public administration through economic, financial and fiscal expertise, leadership and services.

Government Goals

[illegible]	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: investing in infrastructure and planning for growth; tax competitiveness; and building a competitive business environment

Ministry Goal

Support government decision making with expertise and leadership

Key Actions

- Continue to increase knowledge and capacity related to summary budgeting and reporting and implement changes required to the planning, budgeting and reporting processes.
- Continue policy review in the areas of risk management, retirement income and internal audit and implement recommendations as approved.
- Lead, coordinate and support the continued transformation of the Planning and Accountability Management System and program review across government.
- Work with ministries and agencies to develop and analyze budget options that align with Government's priorities.
- Work with SaskBuilds, ministries and others on innovative financing, design and delivery of the Government of Saskatchewan Capital Plan.
- Provide guidance and advice to promote the use of a market-based compensation approach to ensure timely settlement of competitive collective agreements within the parameters established by Cabinet.
- Work with ministries and the federal government to develop fair and effective federal/provincial agreements that address common interests.
- Participate in ongoing discussions with federal, provincial and territorial governments on issues related to the major intergovernmental fiscal arrangements, including transfers in support of health care, post-secondary education and social programs.
- Review provincial tax policies to ensure they align with the priorities and actions set out in the *Saskatchewan Plan for Growth* and that specific policies and actions are affordable within a balanced budget.

Performance Measures

Income and Sales Taxes Paid by Representative Taxpayers

Interprovincial Tax Comparisons for Selected Average Family Profiles

Government Goals

Sustaining growth and opportunities for Saskatchewan people	**Meeting the challenges of growth**	**Securing a better quality of life for all Saskatchewan people**	**Delivering responsive and responsible government**

Strategic priorities from the *Saskatchewan Plan for Growth*: commitment to balancing the budget and retiring debt; and smaller, more effective government

Ministry Goal

Support excellence in governance and ensure accountability and compliance through our policies, frameworks, reporting and oversight

Key Actions

- Provide government wide reporting through Public Accounts and Annual Reports, including reporting on the *Saskatchewan Plan for Growth* goals.
- Work with other ministries to develop and incorporate metrics that are aligned with the *Saskatchewan Plan for Growth*.
- Review current government reporting to ensure it meets priorities, needs and relevance.
- Ensure government-wide financial management policies and procedures are sound and the accounting policies are in accordance with Public Sector Accounting Board (PSAB) pronouncements.
- Promote compliance with Saskatchewan's tax programs through taxpayer education and responsible, effective enforcement.
- Provide communication strategies that deliver timely, relevant and effective information for external audiences.
- Improve relevance of policies and frameworks reflecting leading practices, alignment to client need, our culture and values.
- Develop improved policies and processes to support the Ministry's operations, including a governance policy for information technology solutions.

Performance Measures

Benefit-Cost Ratio of Audit and Compliance Activities
By March 2016, increase the benefit-cost ratio of audit and compliance activities to 395 per cent.

Timeliness of the Release of Public Accounts, Volume 1 and 2
The 2014-15 Public Accounts, Volume 1 is tabled by August 1, 2015 and Volume 2 is tabled by October 31, 2015.

Percentage of Entities Meeting Tabling Deadline
95 percent of Government entities table their 2014-15 financial statements within 120 days of their year-end.

Public Service as a Percentage of the Saskatchewan Population

Public Reporting – other measures
The following government measures previously reported in the Ministry of Finance operational plan are included in Public Accounts Volume 1 or the Saskatchewan Provincial Budget and will no longer be duplicated in the Ministry plan:

- Government Debt as a Percentage of Gross Domestic Product (Debt-to-GDP ratio)
- Government General Public Debt
- Government Credit Rating
- Private Sector Forecasts of Real GDP Growth
- Total Capital Investment in Saskatchewan (Public and Private Investment)

Government Goals

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: commitment to balancing the budget and retiring debt; and smaller, more effective government

Ministry Goal

Programs and services meet client needs effectively and efficiently

Key Actions

- Continue to implement the replacement of the Revenue Management System.
- Undertake program reviews, implement recommendations and monitor outcomes.
- Develop and implement a Ministry Information Technology Plan to address business needs.
- Review the Ministry's performance measures.
- Identify and conduct process efficiency reviews, ensuring we understand client needs and applying LEAN methodologies and techniques.
- Deliver financial management fundamentals training for public service employees to build financial management capacity in the public service.
- Provide accounts payable and travel expense claim processing services for executive government and refine processes to maximize efficiencies.
- Provide cash management, investment and capital borrowing services for Executive Government, Crown corporations, and other government agencies.
- Provide advice, governance and administrative services to pension and benefit plan boards and participating employers as well as payment and support services to active and retired plan members.
- Provide support for public sector collective bargaining.

Performance Measures

Client Satisfaction of Businesses which Collect Taxes on Behalf of Government
2015-16 client satisfaction survey results in a satisfaction rating of 90 per cent or higher. Prior to 2015-16, the client satisfaction survey was conducted on a biennial basis. Beginning 2015-16, Finance will begin to conduct the survey on an annual basis.

Percentage of Tax Payments Processed Electronically
The percentage of payments processed electronically in 2015-16 is expected to be maintained at 63.5 per cent.

Number of Farmers that Applied for Fuel Tax Permit Renewals Online
By March 31, 2016, the number of farmers that filed permit renewals online is expected to be 16,200 or higher.

Purchase Card Usage in the Government
For 2015-16, a target of 200,000 transactions totaling $90 million dollars will be processed through the use of purchase cards.

Direct Deposit and Electronic Advice Usage for Supplier Payments
By March 31, 2016, the total number of direct deposit transactions will increase to 72 per cent and the number of advices distributed electronically will increase to 15 per cent.

Government Goals

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Strategic priorities from the *Saskatchewan Plan for Growth*: commitment to balancing the budget and retiring debt; and smaller, more effective government

Ministry Goal

The Ministry is an employer of choice

Key Actions

- Continue to implement the Ministry's Culture Sustainment Plan.
- Monitor and improve ministry/division/branch and individual plans to ensure alignment to the *Saskatchewan Plan for Growth*, Government direction, and the Ministry mandate.
- Develop a Ministry Human Resources Plan.

Performance Measures

Performance measures will be developed through 2015-16.

Highlights

2015-16 Budget Highlights:

- The 2015-16 expense budget for the Ministry's operations is $53.4 million.
- When Pensions and Benefits are included the budget increases to $357.3 million.
- The Ministry's FTE count (full-time equivalents) for 2015-16 is 325.4, unchanged from 2014-15.
- The Ministry's 2015-16 budget provides:
  - $303.9 million for Pensions and Benefits funding requirements;
  - $15.4 million reduction in expenditures from 2014-15, including a $15.0 million reduction for the Research and Development (R&D) Tax Credit resulting from the conversion from refundable to non-refundable tax credits;
  - $11.0M in government-owned capital to continue replacement of the revenue management system.

Other Ministry Highlights

- Approve financial statements for 133 government agencies, which are to be tabled within 120 days of the agencies fiscal year end. Saskatchewan has achieved 93 per cent of entities meeting the tabling deadline, which has been trending upwards from a low of 76 per cent in 2006-07.
- The Ministry produces 720,000 cheques and deposit notifications to suppliers, employees and program recipients and supports 10,000 financial system users.
- Approximately 56,000 businesses are on the tax roll and 36,000 Farm fuel Permits are renewed annually by Ministry staff.
- Effectively forecast and manage the government's cash and debt requirements.
- Budget reviews, production of Estimates and quarterly reports, and publication of ministry plans and annual reports are all produced within the respective deadlines.
- Provide advice to the Sub-Committee on Public Sector Bargaining on 38 collective agreements covering more than 62,000 FTEs.
- Generate tax revenue and promote compliance with tax programs using risk-based audit and enforcement activities.

Financial Summary

2015-16 Estimates	(in thousands of dollars)
Central Management and Services	6,515
Treasury and Debt Management	2,126
Provincial Comptroller	11,464
Budget Analysis	5,420
Revenue	37,757
Personnel Policy Secretariat	503
Miscellaneous Payments	70
Appropriation	**63,855**
Capital Asset Acquisitions	(11,000)
Non-Appropriated Expense Adjustment	608
Expense	**53,463**
Public Service Pension and Benefits	303,884
Total Expense	**357,347**
Total Appropriation	**367,739**

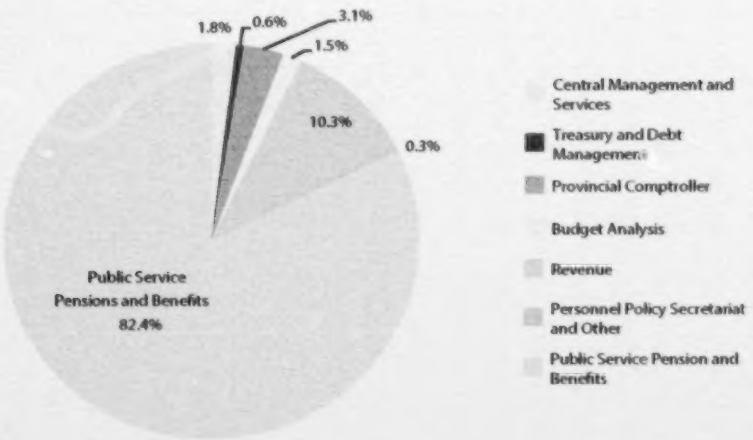
Ministry FTE Staff Complement	325.4

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

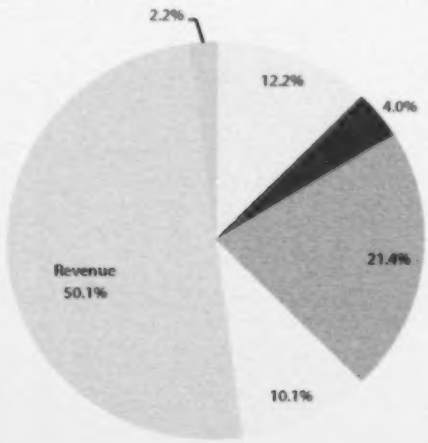
Government of Saskatchewan

Financial Summary

Composition of 2015-16 Ministry of Finance
Total Expense by Subvote (Total = $357.3M)



Composition of 2015-16 Ministry of Finance
Operating Expense by Subvote (Total = $53.4M)



For More Information

Please visit the Ministry's website at http://www.saskatchewan.ca/government/government-structure/ministries/finance